Transformation

Karen Paolinelli, MSN, FNP-C, PA-C, RN Chief Executive Officer

Dear Friends,

Madera Community Hospital is undergoing a significant transformation. In November of 2017, just after our 45th Anniversary, we celebrated a milestone achievement. The national recognition for earning an “A” in patient safety proved, to our community and the region, our hospital provides quality patient care. After the announcement, we embarked on a physical transformation. We renovated our main lobby and patient admitting area. We outsourced our grounds keeping and expanded as well as updated the Outpatient Center.

Being a member of the “A” Team gave Madera Community Hospital Board of Trustees, administrative leadership, clinicians and front line healthcare providers the confidence needed to present our best selves. Although our Hospital outperforms others across the region, in a number of key areas of patient care and satisfaction, we continue to ask ourselves:

**HOW CAN WE DO EVEN BETTER?**

Doing better requires having the right leadership. After serving as interim Chief Executive Officer for 6 months, I accepted the permanent appointment in May of 2018. Throughout the past year, we have streamlined and assembled an exceptional leadership team, bringing an ideal balance of fresh ideas and a history of service to our health system. The team is aligned in purpose and are collaboratively instrumental in implementing system improvements while modeling the highest level of patient satisfaction.

Our newest staff leaders include Brad Danby, RN, Director of Emergency Services and our Intensive Care Unit and Robin Ryder, RN, Director of Surgical Services. Their experience and quality approach to healthcare delivery is having a marked impact on efficiency and outcomes. We have also significantly reduced the number of travelers “non-permanent clinicians”, replacing them with professionals dedicated to both our hospital and our community.

Ultimately, no matter how daunting the task, shining a light on our errors shows the path toward performance improvement.

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The addition of a Patient Liaison is another way we are focused on ensuring Madera Community Hospital delivers the care our patients and their families expect and deserve. The Patient Liaison works in collaboration with our doctors and those providing care and services, Danita Martinez, LVN, assists with communication, securing unmet needs, facilitating special requests and she always asks our patients: “What can we do better?”

Madera Community Hospital continues to practice at the top of our license in the delivery of healthcare services. In addition to emergency medicine, the clinical capabilities of our Intensive Care Unit is a highly valued community based healthcare service. Under the medical direction of Ali Rashidian, MD, his multi-disciplinary team is caring for higher acuity patients than hospitals in Fresno, Kings and Tulare County. Keeping patients close to home, where family and friends are comfortable visiting, supports optimal health outcomes.

Our low hospital acquired infection rates, excellent nursing teams and the ease of navigating our campus, has us experiencing an uptick in operating room procedures. In October, we grew our team of anesthesiologists from three to nine, when we welcomed Regional Anesthesia Medical Group (RAMG). The RAMG physicians and advanced practice nurse anesthetists have implemented protocols to improve efficiency and clinical outcomes and are seamlessly supporting our doctors and their patients. Along with attracting new physicians, including Family Practice, Obstetrics/Gynecology, Podiatry, and mid-level providers to our health system, in 2018, we focused efforts on retaining our community based doctors and Federally Qualified Health Center partners. In a collaborative effort between hospital based physicians, departmental directors, leadership and staff we’re committed to ensuring referring providers have the information, tools and support needed to deliver the best patient care. We value the opportunity to care for their patients and will continue to develop and implement strategies toward improving their practice efficiency while adhering to strict hospital regulatory and accreditation requirements.

Madera Community Hospital is a vital resource providing quality healthcare and economic stability for the County. In the past several years, hospitals serving small rural communities have ceased, suspended or reassigned services at an alarming rate. The health of Madera Community Hospital is judged on more than profitability and patient volume. Quality of service is the true hallmark of a thriving healthcare organization.

In 2016, Madera Community Hospital Foundation received $3 million, from the Red and Nancy Arnold Foundation, representing the Hospital’s single largest philanthropic gift. The gift was invested in quality and service initiatives transforming patient care at Madera Community Hospital. The donation is credited for providing the funding needed to earn an “A” in Patient Safety and Resource Utilization from The Leapfrog Group, in late 2017. “The one-time gift demonstrated the power of philanthropy,” stated Stell Manfredi, Chairman, Madera Community Hospital Board of Trustees. “It shouldn’t have been a surprise. For years, we have been watching our neighboring hospitals grow programs and services with philanthropic gifts,” added Stell.

The campaign to purchase new EKG Machines was launched in February with 60% of Madera Community Hospital Employee participating in the campaign, 100% of Executive Leadership, followed by 100% of Hospital Trustees and a significant number of physicians and physician groups.

A generous gift from Soooptimist International of Madera, along with profits from the Foundation’s Dinner Dance secured the campaign’s success. “Internal philanthropic support had to be successfully demonstrated before we could ask the community for their help,” stated John Markel, President, Madera Hospital Foundation.
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hospital based procedures and care.
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**MOROCCAN SUMMER NIGHTS**
Madera Community Hospital is a vital resource for both the physical and economic health of Madera and the surrounding area. The Foundation Board of Directors serve as Hospital Ambassadors to secure philanthropic gifts in order to fund continued healthcare innovation.

In order to bring the community closer to the hospital, the Foundation Board and volunteers transitioned the annual fall dinner dance into an end of summer mixer on the Madera Community Hospital Campus. “The goal was to secure friendships and celebrate what our hospital contributes to the community,” said John Markle, President Madera Hospital Foundation. “Holding the event on the hospital campus was like inviting your friends and your friend’s friends to your house for a party. It was thrilling to see so many people come out in support of our hospital,” added Markle.

*Moroccan Summer Night, held on September 30, 2018, attracted nearly 430 people and raised more than $45,000.*

**FIRST NURSE PRACTITIONER RESIDENCY PROGRAM**
In collaboration with Fresno Pacific University, Madera Community Hospital developed the country’s first Family Nurse Practitioner (FNP) Residency Program. Traditional clinical education models include nurse practitioner students securing qualified medical preceptors, on their own, in order to complete hundreds of hours on hands-on training in primary care, labor and delivery, medical imaging and surgery. The program developed, Family Nurse Practitioner Partnered Residency Education Program (FNP PREP) with Madera Community Hospital exclusively offers a coordinated residency for Fresno Pacific FNP Students.

“This innovative partnership is designed to reduce the shortage of primary care providers serving rural communities,” said Karen Paolinelli, CEO, Madera Community Hospital. According to Paolinelli, the program’s success is directly attributed to the Family Health Services practitioners and affiliated physicians who serve as the student’s clinical preceptors. “Our physicians and mid-level providers are preparing future clinicians to provide expanded access to healthcare services with clinical excellence.

Madera Community Hospital is welcoming the third cohort of Fresno Pacific University Family Nurse Practitioner students in May of 2019. Karen Paolinelli, CEO, has been invited to present the FNP PREP program and current outcomes during the statewide convention in March 2019.

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Transforming Care

The hospital’s first initiative was to increase transparency by inviting former Madera Community Hospital patients and family members to participate in the Physical Environment and Patient Safety (PEPS) Committee. The interdisciplinary Medical Staff committee includes physicians, nurses, pharmacists, the risk and quality officer and service line directors. The committee is chaired by Jonathan Mayer, MD, Obstetrician and Gynecologist and facilitated by Nick Nolan, Facilities Director and Safety Officer.

“Community participation provides a ‘first person’ voice when considering a new process or procedure,” said Jonathan J. Mayer, MD, FACOG, FACS. “We ask: ‘Does it make sense? Does it provide you with more confidence? Would it improve your stay?’ All of their responses are considered and supports our goal for providing safe care with a patient centered focus,” added Dr. Mayer.

Three former patients and/or family members of patients serve on the PEPS Committee for Madera Community Hospital. “My personal experiences with Madera Community Hospital haven’t always met my expectations,” said Belva Bare. “When asked to give my voice to improve the care, I knew our physicians and hospital administration were committed to earning our community’s trust and I was excited to be a part of advancing, not just the quality of care, but my own knowledge about a highly regulated system,” Belva added.

Madera Community Hospital is striving to balance accountability and address the concerns of patients and clinicians. “A collective understanding of the importance of transparency, even when systems or processes fail, requires a strong commitment to openness,” said Karen Paolinelli, Chief Executive Officer, Madera Community Hospital. “We believe integrating the patient and caregiver voice into hospital quality and safety discussions will continue to improve our quality and engender greater patient trust,” Paolinelli concluded.

“Transparency means we are both candid and accountable for improvement efforts.” Karen Paolinelli, Chief Executive Officer, Madera Community Hospital.

“Marcia and I are thrilled to be part of the Madera Community Hospital Family and look forward to continuing to care for you at Family Health Services.” – Oscar Sablan, MD

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